

ANNUAL REPORT
2007



Center for Research and Policy Making

Центар за Истражување и Креирање Политики

February 2008

Organizational background

[Center for Research and Policy Making](#) is an independent, non-profit policy research institute founded in March 2004. CRPM consists of local researchers as well as external consultants in close contact with the organization. It offers timely, provocative policy analysis on the most pertinent issues. CRPM has no 'hidden agenda' but works to promote democratization and economic transformation of the country. It has no party, political or any other organizational affiliation. CRPM develops a new style of policy analysis and serves as a forum for young Macedonians to acquire and apply knowledge and skills for evidence based research and policy analysis.

Center for Research and Policy Making has been formed by a multi-disciplinary team bringing together people with different backgrounds and professional and research interests, and includes considerable experience of the way the Macedonian policy process works. The CRPM members are specialized in project management and policy research and analysis, training and capacity building, and policy advice. They are able to coordinate the planning of activities and inputs in a flexible and effective manner, provide relevant and timely analyses anchored in political and economic realities, paying particular attention to timely mobilization of resources and monitoring of project progress.

CRPM's members have a wealth of project management experience, being able to coordinate planning activities and inputs to meet the clients' needs in a flexible and effective manner, paying particular attention to timely mobilization of resources and monitoring of project progress. CRPM's key-departments specialize in research and analysis, project design and management, regional/local development, training and capacity building, and policy advice and will provide a full package of services to meet every aspect of the following project.

The CRPM regularly organizes forums, roundtables, and debates that serve to the objective of offering to policy makers "just-in-time" policy recommendations that are product of comprehensive policy research, well argued and focused on Government actions on the policy issue subject to the CRPM's research interest. The research activities and analysis of CRPM's team are followed with advocacy efforts that are fully aligned with the communication and advocacy strategy of the organization.

CRPM is one of the few think tanks that have been established in Macedonia and that managed since its establishment in 2004 to continuously develop its capacities and position itself in the civil society sector. The organization possess clear sector expertise and demonstrated initiative and creativity in addressing burning issues through providing in-depth and accurate analysis and policy recommendations representing valuable resource not just for the

governmental institutions, but also for the other players in the civil society sector. CRPM is a mission driven organization and has an excellent staff skills that support and work toward achieving the mission and strategic objectives of the organization. All products of the organization's activities are available on the website of CRPM as well as links to many other resources (Foundations, Think Tanks, NGOs), which additionally demonstrated CRPM collaboration and partnership outside Macedonia.

CRPM team provides relevant and timely analyses anchored in political and economic realities in the following policy areas:

- a) Local Socio-economic Development of Municipalities;
- b) Macedonian Politics;
- c) Health and Health Care;
- d) Social Security;
- e) Good governance and budget monitoring;
- f) Capacity building of NGOs in community based policy analysis;
- g) Youth policy;
- h) European Integration of Macedonia;
- i) Regulatory Impact Assessment

Main results include 31 projects implemented - including 4 evaluations; 6 training sessions; 5 regional co-operations; 1 conference

Policy products:

- a) 5 evaluation reports (including Gender responsive budgeting, UNDP Blue Ribbon Report);
- b) 5 training curricula developed and delivered (such as trainings in Public Policy and Budget Analysis and Policy Making, Budgeting and Budget Monitoring, and Fine-tuning Strategic Plans with Budget Drafting);
- c) 2 guides (including the Guide to Budgets and Budget monitoring);
- d) 5 policy studies (including The Macedonian Pension Reform- Too Expensive and Overregulated and Rationalization of Hospital services: Case Studies- Tetovo, Skopje, Sveti Nikole and Negotino);
- e) 14 occasional papers (including The Macedonian Health Insurance: The State of Affairs and The Role of the State in the Health Care Reforms in Western Europe and Macedonia);
- f) 16 policy briefs (analyzing issues such as Recognition of diplomas earned abroad, Accreditation of private universities, Sport betting, Budget air lines);
- g) 14 editorials/ commentaries published on the web site
- h) Public relations
 - CRPM organized 5 press conferences
 - CRPM commentaries were published and studies were cited in Macedonian electronic and press media: MTV, A1, Sitel, Telma, Kanal 5, Alsat, as well as, Dnevnik, Vreme, Utrinski Vesnik, Nedelno Vreme,

- CRPM is invited on various discussion forums and round tables
- All CRPM policy products were disseminated electronically to approximately 3000 recipients

CRPM Mission:

CRPM is an organization that has a mission to promote good governance and European values in Macedonia sound social policies and public debate on the critical issues and trends. It is a think-tank that on basis of innovative policy research methodology gathers evidence and knowledge, analyzes and offers policy options to the government, local self-government, civil and private sector on all current Macedonian and European developments. The standpoint from which it approaches certain issues is principled. The organization considers peace and stability as the first principles that should reign in the Balkan countries, and believes that the major political goal of Macedonia is the integration with the European Union.

CRPM Strengths:

CRPM uses innovative methodology to gather and analyze data, conducts policy research, surveys and evaluates programs and services; as well as trains public servants, civil society organizations and individuals in participatory policy making. CRPM is specialized in monitoring the policy making process and its outputs, providing analysis for issues that needs to be addressed by different stakeholders, thus providing opportunities for informed decision making. The organization is responsive to developments in the environment through permanent monitoring of the environment and the emerging issues that should be addressed, providing accurate and comprehensive analysis. As a relatively new organization, CRPM recognized the need of continuous follow up of its progress and staff conducts regular annual internal reflection regarding the successes, challenges and future objectives. The organization has highly skilled and dedicated personnel that has clear description of responsibilities and is capable to undertake and complete activities that move the organization toward the accomplishment of its mission. The skills of the staff contribute to the recognizable expertise that CRPM has among not only the players in the civil society sector, but also among the relevant stakeholders within the Local and National Government.

CRPM Vision:

CRPM is a think tank. It is not a “typical” NGO as its activities serve not only the interests of the general population but also the members of the organization. From its beginning CRPM has defined its interest in having actually dedicated and employed members to carry out its activities. From early stages we defined CRPM as not wanting to be a loose network of consultants that do research and work on projects after their regular working hours in an international organization or domestic firm/public administration. Having set this goal CRPM has grown into a respectable organization with 8 full time employees. This team is basically engaged in CRPM professionally, the income generated by the members of the team is related to the activities of CRPM. Since the team interest (individual well-being) is at stake CRPM members undertake various activities not in the scope of the ordinary NGO’s. Thus, at the moment CRPM offers specific consulting/analytical services, trainings and policy advice, which are honorarium based activities legally possible to undertake as an NGO. Serving the interests of the country should fit well with serving the interests of the individual members of CRPM.

The Strategic Planning Retreat in the Summer of 2007 outlined three avenues for growth of CRPM:

- a) maintaining and improving the capacity building program and turning it into an institutional yet informal school of public policy and governance

CRPM offers specialized capacity building programs that serve societal needs. The trainings complement the research activities of the organization. Exploring the options in the market of ideas that has not yet been filled by neither formal nor informal schools of public policy/governance is a good strategic option for CRPM.

- b) offering consulting services in a variety of sectors from educational to legal to local and international businesses.

One of the important areas that CRPM envisions excelling in is collaboration and partnership with the business community in Macedonia. The organization will find the niche that CRPM can fill and provide businesses and other interested parties with data and analysis about policy issues that might influence their work, thus attracting the private sector companies to support the work of CRPM.

- c) maintaining the growing reputation of being a leading think tank offering original, excellent quality studies and briefs.

CRPM works on contemporary socio economic, health, education, social security, municipal development, governance issues and advocacy for greater participatory and evidence based decision making. CRPM has expertise in the area of policy research and analysis, recognized by the relevant stakeholders. The analyses performed by the organization are a great resource for other NGOs to be used in planning future initiatives and activities in specific areas covered by the NGOs. The organization continuously follows all issues of interest for improving the democracy in the country and offers analyses that address clients' needs regardless whether they are governmental institutions, media, interest groups or citizens. The organization develop different products such as policy studies, policy briefs that are following the internationally accepted standards, but CRPM should focus more on documenting and adapting them to the context and environment in Macedonia. CRPM team consistently creates and develops new programs that address gaps in the Macedonian society with innovative approach based on the analyses and research conducted. CRPM plans to become the biggest policy institute offering sound policy analysis and influencing the policy agenda of the Macedonian Government in the afore-mentioned policy areas and to offer research resources (data bases; books; articles; papers; internet based resources and other logistical support) to individual researchers, professionals, journalist, students and etc.

Strategic Outreach and Branding

CRPM is known by the key stakeholders but it needs to work more on its recognition among public. The organization is providing input on important issues but mostly only relevant institutions are aware of that. The majority of publications produced by CRPM are in printed and electronic version. The organization has very well developed website where all activities, publications and products are regularly updated and available to the public. At the moment media are using and quoting the organization's results, they should be considered as one of the different clients' groups and CRPM needs to develop a specific message to approach this type of client aside from approaching the media to promote the products and activities. To enhance its influence the organization needs to increase its visibility and presence in the Macedonian society through the media, the World Wide Web and on local level through network of researchers and collaborators. CRPM is exposed in the media, but the organization needs to think how it should be done more frequently and effectively. CRPM needs to be recognizable brand among the wider public and the stakeholders. This visibility will help CRPM achieve the strategic goals outlined a-c.

Networking

The Centre for Research and Policy Making - CRPM cooperates with many partners from South East Europe and the Western Balkan region and is a member of the PASOS network of policy institutes, its president serving on the Board of PASOS.

What we do day to day

<i>Policy analysis</i>	<i>Capacity Building</i>	<i>Surveying</i>	<i>Evaluations</i>
<p>CRPM works on several research areas focusing on issues such as: Do current policies affect economic growth? What are the policy options to improve them and increase level of democracy and competitiveness of Macedonian economy?</p> <p>CRPM team engages in finding answers to these questions in all policy areas by employing various research methodologies- qualitative research through interviews of stakeholders, surveys, site visits, focus groups, cost-benefit and SWOT analysis.</p>	<p>CRPM provides trainings in policy analysis and policy making, strategic planning, evaluation and monitoring. The trainings are interactive and consist of practical examples and case studies. Exemplary sessions of these trainings are the following:</p> <p>Defining public policy, what is policy, what is public policy, what 'should' public policy do, who makes public policies, key stakeholders, steps in policy making (linear-logical model, cycle). Differences between policy analysis and academic research.</p> <p>Defining strategic planning, how strategic plans are made in Macedonia,</p> <p>Regulatory impact assessment (RIA)- general background, history, why RIA, how much time and resources to conduct RIA?</p>	<p>CRPM has a network of trained and experienced surveyors to conduct field and phone surveys. The CRPM surveying team provides the following services:</p> <p>Preparation of questionnaire</p> <p>Creating a representative sample for the target group</p> <p>Surveying</p> <p>Entering data in SPSS</p> <p>Quality control</p> <p>Validating data</p> <p>Data processing</p> <p>Data analysis</p> <p>Report writing (narrative, statistical and analytical)</p>	<p>CRPM works on evaluations of completed projects of various clients, prepares evaluations and advice on how to improve workings of different organizations and companies, expert evaluations of democratic processes in Macedonia, and assessment of development policies of international donors. Evaluations are conducted using quantitative and qualitative research methods.</p>

CRPM Staff

Zhidas Daskalovski, PhD - Senior Policy Analyst, President of Executive Board
Ivan Bimbilovski, PhD- Senior Policy Analyst*
Marija Risteska, MA - Senior Policy Analyst,
Andrej Pulejkov, MA- Analyst
Zoran Nechev, MA- Analyst*
Ana Mickovska, MA- Analyst**
Sanja Kostovska, MA -Analyst
Bashkim Bakiu, BA - Analyst
Natalija Spasovska, BA - Analyst
Riste Zmejkovski- BA- Research Assistant and Office Manager**
Zharko Cvetkovski-BA-Finance Manager

*External Associate in 2008

** CRPM Staff Since December 2007

Biographical Information on Staff

Mr. Zidas Daskalovski holds a PhD from the Political Science Department, Central European University. Besides policy studies, including the Rationalization of the Health Care Services in Macedonia and Citizen's Budget Monitoring Guidebook he has published a number of scholarly articles on politics in the Southeast European region, as well as co-edited the book Understanding the War in Kosovo (London: Frank Cass, 2003). Daskalovski is the recipient of a number of distinguished research fellowships including the CEU/Lord Dahrendorf Fellowship, the School of Slavonic and East European Studies Macedonian Studies Fellowship, and the Social Science Research Council/Ethnobarometer Fellowship. His expertise is prominent in the fields of policy analysis in general and decentralization, democratization, ethnic and multicultural issues in particular. Dr. Daskalovski has a thorough policy research experience working for the Center for Research and Policy Making, War Thorn Societies Project, Local Government Initiative, United Nations Department of Economic and Social Affairs (UNDESA) and the European Stability Initiative. He teaches at the Political Science Department at the University of Cyril and Methodius and has been engaged in the capacity building program of CRPM in public policy and EU affairs as a senior trainer.

Ivan Bimbilovski holds a Ph.D. degree (S.J.D.) in Comparative Constitutional Law from the Central European University, Budapest , Hungary . His main fields of interest and expertise are Constitutional Law, Human Rights, Public International Law, EU Law, and Economic Analysis of Law. Mr. Bimbilovski has been a Research Fellow of the Humboldt University, Berlin, Germany and the University of Toronto, Canada.

Marija Risteska is a founder and the first President of the executive board of CRPM. She is bachelor in Law (from University of Skopje) and Master in European Public Administration and Public Policy (from KU Leuven, Belgium). Marija has seven years of successful development experience including: policy analysis, legislative drafting, and government consulting. She has strong development projects management skills acquired at various international organizations such as the European Agency for Reconstruction, UNIFEM, UNDP, and IOM. Risteska's experience in research, analysis, and especially EU policy and integration process related knowledge and skills were gained while working for the European Parliament, European Commission, and National Democratic Institute for Foreign Affairs of USA. Marija Risteska became specialist in social policy, health, and education policy while working for the World Bank. There she also was involved in sectoral and economic analysis, such as cost benefit; impact, budget and public expenditure analysis. She currently works as senior analyst in CRPM and leads the human development portfolio (education, health, and social policy), as well as the capacity building program in public policy and EU affairs.

Mr. Andrej Pulejkov is a senior analyst at CRPM focusing on economic issues. He holds a MSc. from the University of Maastricht. Among others he has expertise in Budget Analysis, International Financial Markets and International Banking; Multiple Regression Analysis and International Monetary Economics. In 2007 he became Licensed Investment Analyst from the Macedonian Securities and Exchange Commission. At CRPM he has been involved in several research projects, conducting economic analyses and forecasts in relation with the existing policies followed by the Macedonian Government, occasional communication with part of the donors, writing reports, advocating policy solutions, etc.

Mr. Zoran Nechev holds a Master degree in International Business and Public Policy from the Università di Catania, Sicily, Italy. He has conducted an internship as an assistant lecturer to Prof. Francesco Strazzari at the Amsterdam Centre for Conflict Studies (ACS) at the University of Amsterdam (UvA) and at the National Democratic Institute for International Affairs (NDI). In addition, Zoran Necev has experience in institutional policy analysis and has also published reports and analyses in the media and scientific journals. Proud member of the Leo (LIONS) club.

Ms. Ana Mickovska holds a BA degree in Psychology from the University Ss. Cyril and Methodius from Skopje and an MPhil degree in Education from the University in Cambridge, UK. She has previously worked as a Project Assistant on two USAID projects and has an extensive experience as a survey conductor for Brima Gallup. Her interests range from budget transparency and citizen monitoring of budget implementation to social psychology issues (group relations, forming stereotypes and prejudice, media influence on forming

opinions) and issues of educational modernization and quality. She has presented her research at several international conferences.

Ms. Sanja Kostovska has a B.A from the Department of Political Science at the University of Cyril and Methodius. She was an intern at the General Secretariat of the Government of Macedonia and worked for the Institute of Sociological, Political and Judicial Research as pollster. Ms. Kostovska has participated at different seminars and has attended trainings about project management and debating. She is finishing her M.A. studies at the University of Graz.

Ms. Natalija Spasovska has a B.A from the Department of Political Science at the University St. Cyril and Methodius in Skopje. She has worked as an intern at the IFC (World Bank Group), and at the General Secretariat of the Government of Macedonia. Ms. Spasovska has attended different seminars and trainings on public policy, PR, and debating.

Mr. Bashkim Bakiu holds a B.A. in political science from the University of Cyril and Methodius. Before joining CRPM he was intern at the Macedonian Parliament, and a research fellow at the Institute for Democracy, Solidarity and Civil Society. He has participated at a number of conferences and seminars and locally coordinated the War Thorn Societies project on conflict resolution and peace building in Macedonia. Mr. Bakiu is a member of the executive board of Students for Multicultural Societies and an activist in the field of multicultural understanding among Macedonia's various communities. His interests lie in socio-economic analysis in multiethnic contexts, local development and budget transparency issues.

Mr. Riste Zmejkoski is finishing his studies at the Department of Political Science at the Faculty of Law "Justinian Prima" in Skopje. Apart from assisting research at CRPM Riste works on organization and communication issues. Mr. Zmejkoski is a young NGO and political activist since his high school days. He has professional media experience working as a journalist and editor in few print media in Macedonia. Riste has attended various trainings for communication, international seminars and conferences for youth and their place in the society, freedom of the media reporting.

Mr. Zarko Cvetkovski is a senior at the Faculty of Economics, majoring in Banking Management at the European Open University (Fakultet za Opshtestveni Nauki-FON) in Skopje. He has great analytical skills and has assisted the CRPM policy research in Shtip. Mr. Cvetkovski has participated at a number of international conferences. He has great team participating skills and is a dedicated worker. Cvetkovski has an extensive experience in organization of field research, conducting interviews, and coordinating cooperation with various stakeholders on a municipal level.

CRPM External Associates

Mr. Ivan Bimbilovski, PhD
Ms. Aleksandra Dimitrovska
Ms. Ivana Dimovska, B.A.
Mr. Anastas Doreski,
Ms. Milka Kazandzhiska, MA
Ms. Elizabeta Markovska, MA
Mr. Zoran Nechev, MPP
Mr. Erol Sakiri
Ms. Gamze Selim

CRPM Advisory Board

Mr. Angel Angelov, PhD, Bulgaria
Mr. Florian Bieber, PhD, Luxemburg/Serbia
Mr. Nebojsa Bjelakovic, PhD, Canada
Mr. Herman De Fraye, MA, Belgium
Mr. Hans Jurgen Zahorka, Germany
Ms. Vesna Jovanovska, MA
Mr. Emilian Kavalski, PhD, United Kingdom
Mr. Leon Malazogu, MA, Kosovo
Mr. Slobodan Mickovski, PhD, Scotland/UK
Ms. Ana Nikolovska, MA
Mr. Igor Nikoloski

Financial Management Practices

CRPM's financial management is based on the principles of transparency, accountability and integrity. We keep well organized and detailed documentation on all our projects. The financial management of the organization is the responsibility of the executive director, who takes care of the execution of the CRPM's budget. CRPM has hired an account keeping company *Kamiko* managed by Mr.s Mirjana Ljamovska to take care of the organization's accounting. Since 2005 we produce yearly financial reports. The external audit is made by *MSR Revizija* managed by Ms. Menka Markovic.

Monitoring and Evaluation

For each project CRPM develops performance indicators that serve our team to evaluate the achievements made in the implementation of the project. Specific indicators are being prepared depending of the complexity of the projects implemented. The general success of the work of CRPM and the extent of the

realization of its mission is being evaluated by the advisory board. CRPM's advisory board operates as an external impartial body, which monitors the work of the organization and evaluates its performance. The advisory board, once a year, gives an advice on the strategy and performance of CRPM.

Resources Available to CRPM

Annual income over the last three years.

2004 - 20.000 euro (FOSIM, BTD)

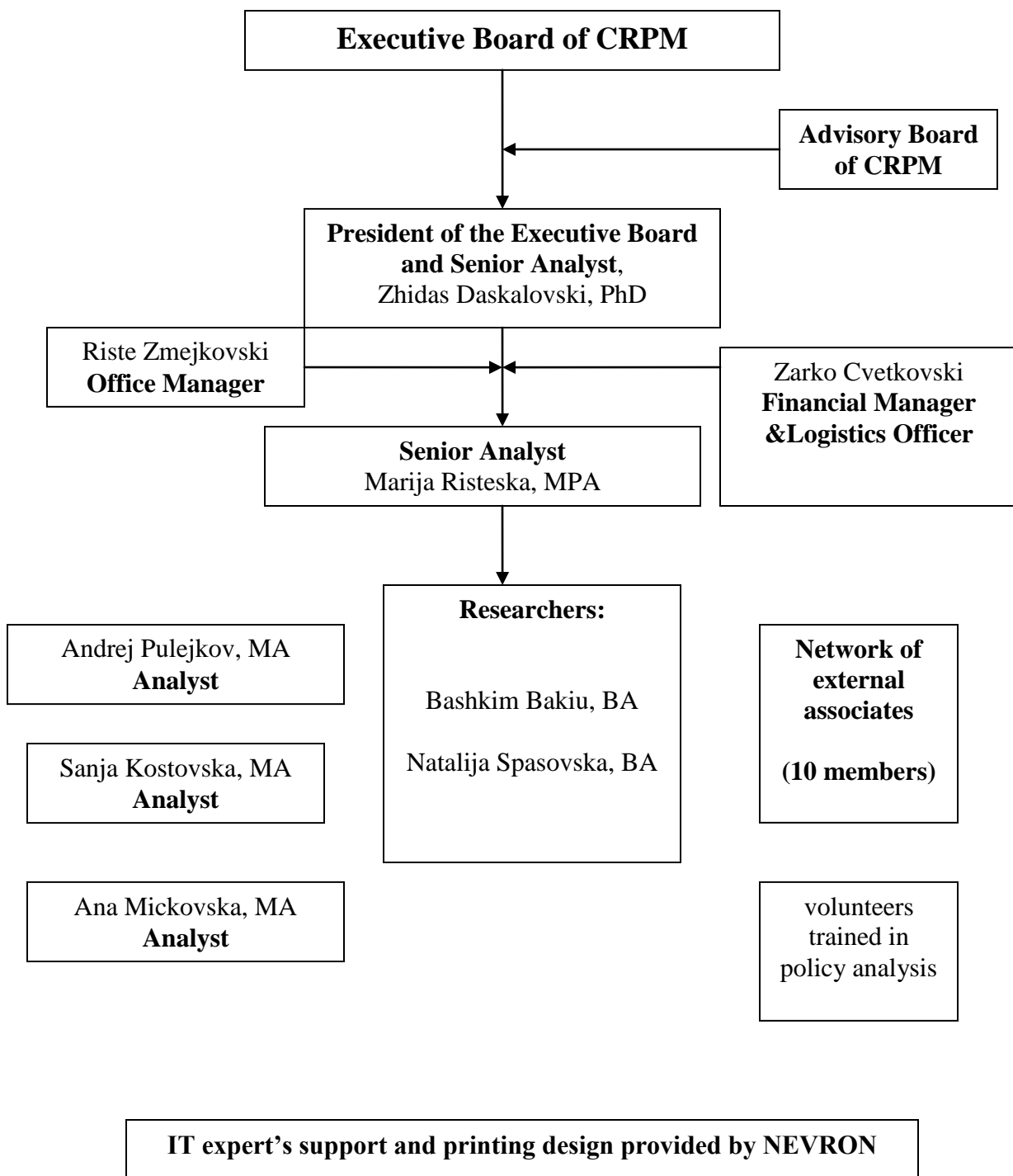
2005 - 45.000 euro (OPIC, Freedom house)

2006 - 129.000 euro (FOSIM, BTD, OPIC, OSI, LGI, FH)

2007- 200.000 euro (OSI, LGI, NORMAK, FES)

The number of full-time and part-time staff by category (e.g. number of project managers, accountants, etc), indicating their place of employment

The CRPM has two accountants; 8 policy analysts; 3 technical assistance staff (office manager, logistics officer and IT expert) employed at full time basis and a network of external associates contracted at part time bases. Please check the organizational chart of CRPM attached.



Equipment and Offices

CRPM has 3 offices occupying 120 square meters of office base in the centre of Skopje.

Equipment:

2 desktop computers

6 laptop computers

2 printers

1 copier

3 telephones

1 fax

1 projector

Wireless internet connection

Other Relevant Resources (e.g. volunteers, associated organizations, networks that might also contribute to implementation).

A network of 10 external associates and volunteers assist CRPM. Some of them are subcontracted depending on project needs and workload. CRPM is a founder and member of the Think Tank Network of Macedonia and the Budget Watch Dog Network of Macedonia.

2007 Results

- 9 projects implemented
 - ✓ 5 training sessions;
 - ✓ 2 regional co-operations;
- Policy products:
 - ✓ 2 policy studies published and advocated
 - ✓ 3 occasional paper published
 - ✓ 5 policy briefs published and advocated
 - ✓ 6 commentaries on Macedonian current affairs published on the web site
- Outreach
 - ✓ 5 press conferences organized
 - ✓ Re-prints and citation of CRPM findings were published in all printed and electronic media
 - ✓ CRPM is invited at various discussion forums
 - ✓ The CRPM team informs policy makers on the state of affairs in the areas of its research interest
 - ✓ Around 8000 hits on CRPM web site
 - ✓ All policy products of CRPM were disseminated electronically to approximately 3000 recipients
- Policy Changes (advocacy of earlier products)
Our policy studies and advocacy have resulted in changes of:
 - ✓ the laws regulating the recognition of diplomas earned at foreign universities.
 - ✓ the pension system regulation,
 - ✓ the work of the betting houses
 - ✓ the policies stimulating low budget airlines to fly to Macedonia.
 - ✓ EU acceptance of Macedonia's sub-regional association with Turkey within the system of diagonal cummulation of rules of origin.

Programs

In 2007 the CRPM team provided relevant and timely analyses anchored in political and economic realities in the following policy areas:

- ***Municipal development***
 - ✓ Local Economic Dynamics Series -
Project: Discovering the hidden opportunities

The project “Discovering the hidden opportunities”, was carried out jointly by CRPM from Skopje and READ from Blagoevgrad. It aimed at conducting an in-depth policy research allowing identifying and analyzing the potential for socio-

economic development in the Municipalities of Delchevo and Blagoevgrad, thus locating the opportunities for boosting the sustainable cross-border cooperation between both towns and municipalities.

The state of affairs in both municipalities has been rarely and insufficiently investigated, thus being hardly known for a wider public in Macedonia and Bulgaria. The policy research on comparative advantages and weaknesses of Delchevo and Blagoevgrad are hardly evident, thus minimizing the possibilities for deepening of the trans-border cooperation and extracting the mutual benefits for both municipalities. Though the petty cross-border trade activities between Delchevo and Blagoevgrad are thriving, there is lack of wider vision and strategy for more sophisticated development of bilateral socio-economic relations, thus preventing the exchange of experience and good practice. Such strategy is badly needed as the local economic development and regional cooperation are among the top priorities for EU. Analyzing the existing potentials for socio-economic growth in both municipalities as well as investigating the current state of affairs and intensity and quality of bilateral relations between Delchevo and Blagoevgrad should provide the opportunity for proposing concrete measures for utilizing the “undiscovered wealth” of both municipalities, i.e. its tourist and folkloristic attractions.

Publication

Finalized, pending approval by the donor European Agency for Reconstruction.

Quick point

At the moment the vast majority of Delchevo companies are engaged in the assembly phase of the production of clothes through outward processing agreements/programs. One potential avenue for growth is the development of tourist industry. The CRPM analysis recommends to the municipality to base the short-term tourism strategy mainly on myths and legends. Delchevo abounds of them, they are appealing and convenient for presentation to various groups tourists and what's more - they require no big investments. It is a kind of a Loch Ness-like approach. All it takes for a start is to devise a good story and link it up to a certain location; and then - to promote aggressively. The rest is likely to come by itself. For this occasion, we propose further elaboration and promotion of the following myths and legends: *The Rock that Saves Pregnancy, The Petrified Inlaws of Kukule, The Healing Powers of St. Panteleimon the All-Merciful and Raven - the Birthplace of the First Slavic Alphabet.*

Project Staff

Zhidas Daskalovski
Project Leader & Senior policy analyst

Sanja Kostovska

Ivan Bimbilovski
Senior policy analysts

Andrej Pulejkov
Accountant

▪ **Cross Border Cooperation**

Project: Migration flows in South-Eastern Europe

The general objective of the regional project was strengthening cross-border cooperation in the Western Balkans regarding migration management. Within the Center for Research and Policy Making identified patterns and problems associated with migration flows including identifying local, idiosyncratic problems and their apparent causes. The methodological approach has the following components:

- identification of existing data sources and relevant research, in order to provide a context for the study, along with a clear understanding of methodologies adopted in previous research undertaken.
- compilation of 'own data' for Macedonia consisting of macro-data concerning major structural obstacles for migrants to successful access to economic, social and cultural rights.
- micro-data regarding the individual characteristics of migrants and the circumstances of their flight.
- selection of case-studies, in order to utilize micro-data.

Publications

Strengthening cross-border cooperation in the Western Balkan regarding migration management in Macedonia; *CRPM Occasional Paper* N.12; April 2007, published in Vladimir Petronijevic (ed.) *Migration Flows in Southeast Europe: a Compendium of National Perspectives*, Group 484: Belgrade, 2007

Quick point:

Migrations are not new phenomenon for Macedonia. Thousands of Macedonians of all ethnicities, young men mostly, have been emigrating abroad since the late XIX century for various reasons. Today the money transferred by migrants to their native town or villages or spent and invested there during their short visits are of utmost importance for post-transition economies such as Macedonia. The German Ministry of Foreign Affairs estimates that 70.000

Macedonian immigrants in Germany remit about 50 million dollars to Macedonia yearly. Data from IMF show that remittances in 2002 made 15.2% of the Macedonian GDP amounting to 278 dollars per capita. Largely spent on houses and flats this money rarely seems to create any value added for the local economy. Yet a positive trend is that a small number of private manufacturing ventures in Macedonia area have been established by returning emigrants, taking advantage of the technological knowledge and capital they have acquired in Western Europe.

Project Staff

Zhidas Daskalovski
Project leader & senior policy analyst

Ivan Bimbilovski
Sanja Kostovska
Bashkim Bakiu
Marija Risteska
Researchers

- ***Macedonia budget project***
 - i) Open and transparent budgeting
Project: Open Budget Initiative

CRPM participates in the Open Budget Initiative 2008, a research and advocacy project to promote public access to budget information and accountable budget-making process and institutions. The project collects comparative cross-country data on publicly available budget information at the central government level, and on other issues related to the budget process at the national level. This data is used to calculate the Open Budget Index, a comparative country ranking. The Index and other data collected by the project are intended to assist researchers as they advocate with government for improvements in public access to information and in budgeting practices that are more accountable to citizens.

Publications

International Budget Project of the Center on Budget and Policy Priorities is to be published in 2008

Quick point:

The Macedonian budget books are open for their citizens. There are many possibilities for citizen involvement in the budget preparation but there is lack of interest and public will for participation in the budgetary process.

Staff

Andrej Pulejkov
Project Leader

Marija Risteska
Public Policy Expert

- ***Human development- policy analysis in education***
Project: Introducing religious education in public schooling (Lessons learned from 2002)

Publications

Quick point:

The Minister of Education and Science aimed at introducing mandatory religious education in the public elementary schools. The pupils would be able to choose between two options - history of religions or classic religious education. The latter, for the time being, offers studying one of the two biggest religions in the country - Orthodox Christianity or Islam. This proposal has been enacted into a law. The previous attempt at introducing religious teaching in the system of public education did not pass the constitutional muster. This brief underlined that the introduction of religious education is a complicated policy option. Introducing religious education in public schools thought by clergy is not constitutional. If any religious education is to be introduced in the Macedonian public system it would have to be done through a Ministerial Act, in accordance with Article 26, paragraph 1, of the Law on Primary Education.

Staff

Ivan Bimbilovski
Analyst

- **Policy analysis of youth and children policies**
Project: Development of Skopje and the Youth

Publications

Is Skopje A Child-Friendly City? ; Policy Brief N.15; July 2007

Quick point:

The ‘child friendly cities’ movement originated in Italy, and is committed to implementing the UN Convention on the Rights of the Child. Macedonia lags behind both in terms of legislature and realities on the ground. It needs to learn from good practices from around the world and improve the friendliness of its cities in particular the capital Skopje. The two institutions that deal with the rights of children, the Ministry for Labor and Social Policy (Department for Child Protection) and the National Ombudsman (Department for the Protection of the Rights of Children) are insufficient and not well equipped to deal with the issue. There is not a single institution within the public administration that includes the children’s participation principle in the decision-making process. There are not enough children facilities in the neighborhoods of Skopje, neither there are adequate facilities provided in shopping malls, supermarkets, and restaurants and bars. Based on our own research and overview of international best practices the CRPM recommends a number of measures including that a new Ombudsman for Children is founded to take the leading position in the protecting the rights of children with a full set of competencies.

Staff

Zoran Nechev
Zhidas Daskalovski
Marija Risteska
Analysts

Bashkim Bakiu
Sanja Kostovska
Researchers

Project: Analyzing the Development of National Strategy for Youth

Publications

“Invest In Macedonia” - Национална стратегија за млади на Република Македонија; Policy Brief N.16; September 2007

Quick point:

There is a lack of coordination in the youth policy in Macedonia. The National Strategy for Youth adopted in December 2005 has not been implemented. Some progress has been made since National Steering Committee for the implementation of this strategy has began working on drafting a National Action Plan in the summer of 2007. The role of the state Agency for Youth and Sport is also important and described in the brief. Overall a number of recommendations are offered for improving the youth sector policies in the country.

Staff

Elizabeta Markovska
Analyst

Zhidas Daskalovski
Editor

- **Policy analysis of pertinent Macedonian socio-economic realities that requite urgent attention of policy makers**
Project: Analyzing the Macedonian Banking System, the Changes in Regulation;

Publications

The Macedonian Banking System and the Changes in Regulation; Occasional Paper N.11; March 2007

Quick point:

After 15 years of monetary independence, we've just witnessed the first ever entry of a renown commercial bank on the Macedonian market; the famous Société Générale has bought Ohridska Banka. CRPM would like to believe that this acquisition marks the beginning of the end of an era brimful of mediocre banking practices applied by local financial institutions and foreign banks with "local corporate culture."

Inspired by this event, CRPM embarked upon making an analysis of

1. the current state of affairs in the Macedonian banking system and
2. the solutions stipulated in the new Law on Banks.

What's underway on the financial market? A process of liberalization maybe? What's the linkage among the legal framework, efficiency and trust in the domestic banking sector? What are the legal provisions that contain the seeds of abuse?

Staff

Andrej Pulejgov
Analyst

Zhidas Daskalovski
Editor

Project: Analyzing the Macedonian Pension Reform;

Publications

World Bank Recipe for the Macedonian Pension Reform- Too expensive and overregulated -; Policy Study N.5; July 2007

Quick point:

Contributors in the Macedonian pension scheme are encountering high opportunity costs. The investment strategies of pension funds should be immediately reconsidered in order to allow appropriate diversification across instruments and countries! The investment restrictions should be relaxed were the medium-term goal should be moving towards a 'prudent-person' rule. Thirdly, the fees and charges are too high and should be immediately reassessed by the pension funds. However, this refers also refers to the government institutions. Finally, funds should be able to compete in offering different risk-return investment strategies to their participants.

Staff

Andrej Pulejkov
Marija Risteska
Analysts

Zhidas Daskalovski
Editor

• ***Policy analysis in the health sector***

Project: Analyzing the Need for Reform of the Health Care Services

Publications

Rationalization Of Health Care Services In Macedonia; Policy Study N.4;
February 2007

Quick point:

The majority of Macedonian citizens tends to perceive the primary health sector as nothing but a road that has to be passed through in order to reach the ends - and those are the services provided by the secondary and tertiary health institutions in the country. Our policy study makes an attempt at unearthing the

causes of such a trend. Why don't the patients seek health treatments at a primary level? Is it that they invest more trust in physicians that operate at secondary and tertiary levels? ...Or perhaps the primary-level physicians are not motivated enough to provide services, so they simply refer the patients to the next level of health protection? Can it be that the very health system at large is positioned so as to kindle referrals? Is there a way to improve the Macedonian Health System in terms of a more adequate distribution of services among different healthcare levels?

In addition, the study

1. makes a review of public health conditions in Macedonia and the municipalities under consideration;
2. elaborates on the organizational structure of Macedonian Health system and the services provided and finally -
3. draws conclusions, offering recommendations on how to overcome the existing situation.

Staff

Marija Risteska
Analyst and Project Leader

Zhidas Daskalovski
Editor

Project: Analysis on the question does the government with the changes of the Law on Health Care disturbs the free market putting the doctors in an unequal position compared to the other citizens?

Publications

Ограничување на можноста лекарите вработени во јавното здравство да вршат дополнителна дејност во приватните здравствени установи; Policy Brief N.12; January 2007

Quick point:

The changes of the Law on Health Care prohibiting doctors employed in public health care institutions to work in private health care facilities are according to the Constitution since they do not disturb the freedom of entrepreneurship nor the free market, do not affect the right to work of the health care experts neither do they put the public health care doctors in an unequal position compared to other citizens.

Staff

Ivan Bimbilovski
Analyst

- ***European Integration of Macedonia and international relations***

Project: Analyzing the role of OSCE in Macedonia

Publications

OSCE Recipe For Building A Pluralist And Genuinely Democratic Society In Macedonia; Occasional Paper N.13;

Quick point:

Experts point out that “building a bi-national state while at the same time implementing consociational type of democracy may lead the state towards separation”. This can be considered as a reasonable argument and should be taken into consideration (according to the senior OSCE official, the present High Commissioner on National Minorities, Mr. Rolf Ekéus). In his address named, “The Role of Education in Building a Pluralist and Genuinely Democratic Society” at the South-East European University (SEEU) in Tetovo he made abundantly clear that: “While a pluralist and genuinely democratic society should enable protection of minority rights, separation along ethnic lines should be avoided at all costs since it reinforces ethnic divisions within communities and serves as a fertile breeding ground for negative stereotypes and prejudices among different ethnic groups both the majority and minority must be willing to accept compromise. Integration, therefore, involves responsibilities and rights on both sides. The minority should be prepared to learn and to use the language or languages endorsed by the State, normally the language of the majority. At the same time, the majority must accept the linguist rights of persons belonging to national minorities.”

Staff

Zoran Nechev
Analyst

Project: European Union’s CFSP and Macedonia

Publications

Measuring Success Of The Common Foreign And Security Policy Of The European Union In The Case Of Macedonia; Policy Brief N.14; May 2007

Quick point:

Macedonia is a specific case in which both the civilian and the military dimension of EU Crisis Management mechanism were applied, and there exists widespread consensus in the EU on the fact that this was done successfully. However, measuring the success or failure of the EU’s CFSP is indisputably

difficult. Actually, even if the precise indicators are available, measuring policy outcomes and drawing political implications for the future is controversial at best. How the question of success and/or failure is influenced by the time perspective or sustainability of the policy—was the OFA just an EU brokered agreement which will bring instant, but not sustainable peace or a real endeavor to resolve the stacked inter-ethnic problems that will assure everlasting peace makes the measurement analysis even more complex.

Staff

Zoran Nechev
Analyst

- ***Capacity building in policy development***

- i) The CRPM team in cooperation with the General Secretariat of the government and with financial support of the Norwegian Foreign Ministry and technical assistance of STATKONSULT has organized 7 training sessions to increase the policy making capacity of the Government of Macedonia. In the latest Progress Report on the Macedonian accession to the EU (issued November 1st 2007) the European Commission has recognized this activity writing that in Macedonia “progress has been made in the training of civil servants at local level.” (p.8)
- ii) Nine watchdog organizations were trained to monitor the making and execution of the national budget. The project strengthened capacities of local NGO’s, businesses and the media providing them with the necessary skills and knowledge to understand the budgetary process. After the training the participants conducted sectoral budget analysis in the areas of their interest and operation. The analyses are used to inform policy discussions during the parliamentary debate on the adoption of the 2008 budget. This project aims at improving budget transparency as it will establish national Budget Watchdog network. So be aware we are watching how you spend public money!
- iii) In 2007 the CRPM team delivered six training sessions in public policy-making to civil servants from the central government. Using practical and innovative methods the Center continued its capacity building training in analysis and policy making for the staff of the 84 municipalities throughout Macedonia. Case studies were used to bring the theory of policy making closer to the everyday responsibilities of the Local self-government units as policy makers. The trainings were delivered in six

regions of the country. This project is funded by NORMAK-Norwegian Assistance to the Republic of Macedonia in the field of European Integration and Public Administration Reform- and the General Secretariat of the Government of the Republic of Macedonia.

- iv) In cooperation with Friedrich Ebert Stiftung Foundation (FES), CRPM delivered trainings on “Policy making and transparent budgeting”. The training was developed based on the Citizens Budget Guide published by CRPM and FES in 2006 Three groups of participants were targeted: representatives form municipalities, NGO’s and interested citizens. CRPM delivered altogether seven trainings throughout the county with more than 140 participants. The trainings were needed to support the decentralization process and inform the public servants in the local self-government to open policy making and budgetary process to citizens.

- ***Macedonian politics***

- i) Targeted commenting the developments on the Macedonian political scene

See more at: www.crpm.org.mk/weekly_comments

Our research agenda for 2008

- ***Municipal development***

- ✓ local economic dynamics series (such as Shutka, Saraj and Struga)

- ***Macedonia budget project***

- ii) budget analysis in various sectors
- iii) Establishing and capacity building of budget watchdogs

- ***Capacity building in policy development***

- v) policy making training for government officials
- vi) policy making training for non-governmental organizations and political parties
- vii) policy making training for local self-government units

- ***Human development***

- i) policy analysis in education (primary and secondary education; life-long learning)

- ii) policy analysis in the health care system
- ***European Integration of Macedonia***
 - ii) training in EU institutions, decision making and policies
 - iii) monitoring the Macedonia EU enlargement
 - iv) Euroactiv
- ***Macedonian politics***
 - i) Preparing analysis and regular commenting the developments on the Macedonian political scene
- ***Monitoring and Evaluation***
 - i) monitoring of the reform processes
 - ii) evaluation of donor programs
- ***Surveying***
- ***Advocacy***